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21 November 1960  
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**MEMORANDUM FOR: Chiefs of Divisions and Staffs**

**SUBJECT: Training and Qualifications Review Officer**

1. We have concluded that our present needs and practices in regard to training should be subjected to a thorough review and, if necessary, reformulation. We also believe that this review will require the full-time efforts of an officer appointed for the purpose. This arrangement will, for the immediate future, replace the existing one of a part-time DDP Training Officer.
2. Training in the sense of developing the full potentialities of Clandestine Services officers must inevitably be a continuing responsibility of command throughout the Clandestine Services. Implementation of any procedures or innovations in training practices must continue to be the responsibility of divisions and other components. The main function of this newly appointed officer, therefore, will be to investigate the whole CS training system, concepts, curricula and practice, make general recommendations for improvement in this broad field, and develop necessary procedures to carry out a program which fully meets the current needs of the Clandestine Services.
3. Training is here understood in the very broadest sense to include the total educational development of persons assigned to the Clandestine Services. It includes basic training, development of standards of technical proficiency, language and area familiarization, on-the-job training designed to develop an understanding of the Agency's experience, traditions and disciplines, familiarization with the Communist Party and hostile intelligence services, development of managerial and executive understanding and ability, etc. It is also concerned with the development and maintenance of standards for the recruitment and admission of officers into the Clandestine Services to ensure that we attract persons having the various qualities and characteristics suitable to our requirements.
4. In undertaking this task, the Training and Qualifications Review Officer is to work cooperatively with the chiefs of the various components. To a large extent he will have to solicit and develop community views and

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understanding of the problems involved in training broadly defined. It should be generally understood that what we are seeking is not an improvement in training as judged by numbers and the filling of arbitrary quotas, but a long-term improvement in, and an improved organization of, the procedures whereby the Clandestine Services endeavors to develop the qualifications, judgment and capacity of its officers.

5. As an illustration of the direction which we would expect the activities of the Training and Qualifications Review Officer to take, the following are some of the functions which are called for:

- a. Undertaking a review of positions in the Clandestine Services for the purpose of determining the qualifications reasonably to be expected of individuals in typical operational and staff positions, and ensuring a reasonable degree of uniformity of training standards calculated to develop these qualifications.
- b. Determining whether existing procedures permit adequate attention to training requirements and whether necessary additional kinds and levels of training can be provided in an orderly fashion without undue infringement on operational activity.
- c. Reviewing the adequacy and practicality of current policies and procedures affecting language training and area familiarization.
- d. Determining procedures by which the Clandestine Services can with reasonable precision forecast its training requirements to permit the Office of Training to satisfy these requirements economically and efficiently.

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6. [REDACTED] has been appointed Training and Qualifications Review Officer. He is located in 2046 L Building; his extension is [REDACTED]

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[REDACTED]  
RICHARD M. BISSELL, JR.  
Deputy Director  
(Plans)

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